

Approved For Release 2000/06/01 : CIA-RDP80-00536A000300090001-3

No DTR Copy of End-of-Course
Report has been found
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MIDCAREER COURSE

NO. 34

OPENING DAY

USIB Conference Room

PHASE I

THE MANAGERIAL GRID

[REDACTED] 25X1A

PHASE II

THE AGENCY

[REDACTED] 25X1A

and

Washington Area Installations

Opening Day 1 November 1972

Phase I 5-10 November 1972

Phase II 12 November-1 December 1972

MIDCAREER COURSE

NO. 34

CHAIRMAN:	[REDACTED]	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	
CO-CHAIRMEN:	[REDACTED]	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	
	[REDACTED]	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	
TRAINING ASSISTANT:	[REDACTED]	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	

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FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of management practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

The 34th running of the Course will have an experimental one-week block of instruction on Management Science at the end of Phase II.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, major developments and trends in World Affairs, and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

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MIDCAREER COURSE OBJECTIVES



1. To inculcate pride in the professionalism of the Agency and its work.
2. To widen perspectives beyond one's own job and experience.
3. To create team spirit through greater knowledge of the missions, functions, personnel and problems in other offices.
4. To provide greater knowledge of other Community agencies.
5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.
6. To provide new insights into managerial styles and problems.
7. To remotivate mid-grade officers for taking on new responsibilities.

25X1A

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WEDNESDAY, 1 November 1972
(USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1415 Introduction to the Course

[REDACTED]
Chairman
Midcareer Course
SIWA/OTR

25X1A

[REDACTED]
Co-Chairman
Midcareer Course
SIWA/OTR

25X1A

[REDACTED]
Co-Chairman
Midcareer Course
SIWA/OTR

25X1A

1500 Welcoming Address

William E. Colby
Executive Director-Comptroller

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PHASE I
THE MANAGERIAL GRID

Sunday, 5 November 1972

	1515	Arrival [REDACTED]	25X1A	
25X1A	1545	Welcome [REDACTED] and Security Briefing (Please convene in Classroom 11-- CR-11)	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	25X1A
25X1A	1630	Open House [REDACTED]		
	1730	Dinner (Mess Hall)		
	1830	Grid Work	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	25X1A

Instructors,
Management Faculty

Monday, 6 November through Thursday, 9 November 1972

0800-2200	Grid Activities (Finishing times each evening depend on the individual teams. A detailed schedule for the week will be posted in CR-11)	[REDACTED]	25X1A
		[REDACTED]	Instructor, Management Faculty
		[REDACTED]	25X1A
		[REDACTED]	Instructor, Management Faculty

Friday, 10 November 1972

0800-1200	Grid Work
1200	Lunch
1300-1430	Complete Grid Work
1430	Briefing for Phase II
1500	ETD for Drivers and Passengers

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SUNDAY, 12 November 1972

25X1A

1200-1930 Arrive at [REDACTED]

25X1A

1630-1730 Mess Hall open for Dinner

25X1A 1730 [REDACTED] open

25X1A 1930-2130 Class convenes at [REDACTED] for
informal session and introductions

25X1A

PHASE II
THE AGENCY

MONDAY, 13 November 1972
IC, DCI, DDS&T Areas

0800-0830	Convene in Classroom (CR-11) Course Administration		
0840-0940	Reading (ONE and OER Booklets, other Handouts)		
0945-1200	"The Agency and the Intelligence Community--Developments and Prospects"	[REDACTED]	25X1A
	Lunch (Normal mess operating hours 1130-1245)	[REDACTED]	Chief, Community Comptroller Group, Intelligence Community
1345-1445	"The Agency's Relations with Congress"	[REDACTED]	John Maury Legislative Counsel
1500-1700	"The Challenge of Change to CIA"	[REDACTED]	25X1A
	Dinner (Normal mess operating hours 1700-1845)	[REDACTED]	Special Assistant to DD/S&T
25X1A	1900-2100	Informal Session [REDACTED]	[REDACTED] 25X1A John Maury [REDACTED] 25X1A

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TUESDAY, 14 November 1972
DCI, IC, DDI Areas

0800-0845	Reading			
0855-0940	Film: "National Intelligence Estimates" Theater			
0945-1045	"New Approaches to NIE's"	[REDACTED]	25X1A Deputy Director of National Estimates	
1100-1200	"The Intelligence Community Staff and Product Improvement"	[REDACTED]	25X1A Chief, Product Review Group, Intelligence Community	
	Lunch			
1400-1630	"Developments in Photographic Intelligence" Arena B	[REDACTED]	Arthur Lundahl Director, National Photographic Interpretation Center	
1630-1700	Review Session Planning		Red Team	
	Dinner			
25X1A	1900-2100	Informal Session [REDACTED]	[REDACTED] Arthur Lundahl [REDACTED]	25X1A 25X1A

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WEDNESDAY, 15 November 1972
DDS Area

0800-0900	Review Session of First Two Days	Red Team
0910-0940	Individual Student Presentations	
0945-1045	"Financial Operations in the Agency"	<u>Thomas Yale</u> Director of Finance
1100-1200	"Security Considerations in Accomplishing the Agency's Mission"	<u>Howard Osborn</u> Dep. Director of Security
	Lunch	25X1A
1345-1445	"Logistical Support of the Agency's Activities"	<u>John Blake</u> Director of Logistics
1500-1700	"Personnel Management and Problems"	<u>Harry Fisher</u> Director of Personnel
	Dinner (Cookin [REDACTED])	25X1A
25X1A	1900-2100	Informal Discussion [REDACTED]
		<u>Thomas Yale</u> <u>Howard Osborn</u> [REDACTED] 25X1A <u>John Blake</u> <u>Harry Fisher</u>

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THURSDAY, 16 November 1972
DDS Area

0800-0940	Individual Student Presentations		
0945-1045	"Records and Intelligence"	[REDACTED] Agency Records Management Officer	25X1A
1100-1200	"Developments in CIA Training"	[REDACTED] Deputy Director of Training	25X1A
	Lunch		
1315	Administration Time		
1345-1545	"The Agency's Medical Services"	[REDACTED] <u>Dr. John Tietjen</u> Director of Medical Services	25X1A Chief, Psychological Services Staff
		[REDACTED] Psychiatric Staff	25X1A
		[REDACTED] Deputy Chief, Operations Division	25X1A
1600-1700	"The Support Services"	[REDACTED] <u>John Coffey</u> Deputy Director for Support	
1900-2100	Informal Discussion	[REDACTED] <u>Dr. John Tietjen</u> <u>John Coffey</u>	25X1A

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FRIDAY, 17 November 1972
DDS Area, [REDACTED]

25X1A

0730-1030 Travel Time

1030-1130 "Developments in Agency
Communications"

[REDACTED]
Director, Office of
Communications

25X1A

1130-1215 Demonstration of Communications
Equipment



25X1A

Lunch

25X1A 1300-1445

Briefing and Tour of [REDACTED]
Laboratory



25X1A

Laboratory

1500-1600

Special Programs Briefing

[REDACTED]
Chief, Special
Programs Staff

25X1A

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SUNDAY, 19 November 1972
Field Trip

1245 EDT Convene at Headquarters (SW Entrance)
Special Bus Leaves Headquarters
for Andrews AFB

1345-1645 Flight from Andrews AFB to Patrick
AFB, Cocoa Beach, Florida

(Orange Team will plan Review Session
of DDS block of instruction during flight)

MONDAY, 20 November 1972

0830-1430 Briefings and Tour at NASA, Cape Kennedy

1500-1800 Flight from Patrick AFB to Andrews AFB

1815-1900 Bus to Headquarters

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TUESDAY, 21 November 1972
DDS&T Area Room 6E60

0800-0830	Individual Student Presentations	25X1A
0840-0940	"Overview of S&T in CIA"	
0945-1045	"ELINT Activities"	25X1A
1100-1200	"The Agency's Research and Development Program"	25X1A
	Lunch	
1330-1430	Review Session (DDS Area)	Orange Team
1445-1545	"The Office of Special Projects"	25X1A [REDACTED] Deputy Director of Special Projects
1600-1700	"Everything You Ever Wanted to Know About Computers--But Were Afriad to Ask"	John Iams Director of Computer Services
1730-1930	Informal Discussion - Executive Dining Room (7D42)	Carl Duckett John McMahon Sayre Stevens [REDACTED] John Iams 25X1A 25X1A

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WEDNESDAY, 22 November 1972
DDS&T, DDI Areas

0800-0900 Individual Student Presentations
(Room 6E60)

0915-1015 "Scientific Intelligence" [REDACTED] 25X1A

[REDACTED] Director of Scientific
Intelligence

1030-1130 "Foreign Missile and Space
Analysis" [REDACTED] 25X1A

[REDACTED] *Dep.* David Brandwein
Director of Foreign
Missile and Space
Analysis

Lunch

25X1A 1200 Bus to [REDACTED]

25X1A 1230-1500 "The Imagery Analysis Service"
(3N 117 - [REDACTED])

George Allen
Director, Imagery
Analysis Service

Tour and Visit with Analysts

1510 Bus to Headquarters

THURSDAY, 23 November 1972

HAVE A HAPPY THANKSGIVING!
(Don't eat too much)

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FRIDAY, 24 November 1972
DDP Area, [REDACTED]

25X1A

0800	Depart West Parking, Chamber of Commerce Bldg.	
25X1A	0850	Arrive [REDACTED]
0900-1000	"Technical Services in Support of Operations"	[REDACTED] Dsg. Chief, Technical Services Division
1000-1130	Tours of Laboratories	TSD Staff
	Buffet Lunch	
1230-1500	Tours continued	TSD Staff
1515	ETD	

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SUNDAY, 26 November 1972

25X1A

25X1A 1200-1930 Arrive [REDACTED]
1630-1730 Mess Hall open for Dinner
25X1A 1730 [REDACTED] open
25X1A 1930- [REDACTED] Informal Discussion
25X1A [REDACTED]



25X1A

Individual Student Presentations

(Blue Team will plan Review Session
of Florida trip, DDS&T, IAS, and TSD
during evening)

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MONDAY, 27 November 1972
DDI Area [REDACTED]

25X1A

0800-1015	Individual Student Presentations	
1030-1130	"New Emphasis on Economic Intelligence" Lunch	<u>Maurice Ernst</u> Director of Economic Research
1330-1430	Review Session (Florida Trip, DDS&T, IAS, TSD)	Blue Team
1445-1545	"The Agency's Responsibility in Strategic Research"	<u>Bruce Clarke</u> Director of Strategic Research
1600-1700	"CIA's Current Intelligence Role"	<u>Richard Lehman</u> Director of Current Intelligence
	Dinner	
1900-2100	Informal Session	<u>Maurice Ernst</u> <u>Bruce Clarke</u> <u>Richard Lehman</u> [REDACTED]

25X1A

[REDACTED]
CIA Middle East - AFDIV, OCT

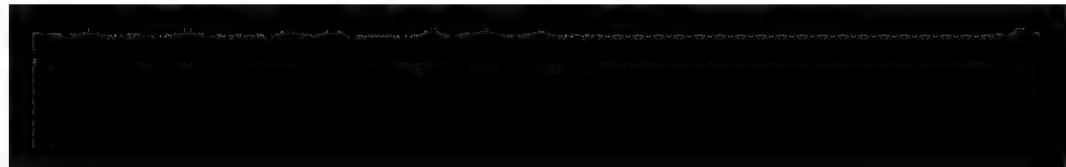
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TUESDAY, 28 November 1972
DDI Area

0800-0940 Individual Student Presentations

0945-1045

STATSPEC



25X1A 1100-1200



Lunch

1300-1400 "Basic and Geographic Intelligence" 

John Kerry King
Director of Basic and
Geographic Intelligence

1415-1515 "Where to Go for the Answers --
The Central Reference Service"


Harry Eisenbeiss
Director, Central
Reference Service

1530-1630 Individual Student Presentations

Dinner

1900-2100 Informal Session

Paul Walsh
Edward Proctor
Dep. Deputy Director for
Intelligence

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WEDNESDAY, 29 November 1972
DDP Area

	0800-0830	Review Session Planning (DDI)	Green Team	
	0840-0940	Review Session (DDI)	Green Team	
	0945-1130	"Overview of the Clandestine Service"	[REDACTED] Chief, FI Staff	25X1A
25X1A		Lunch		
	1320-1350	Individual Student Presentation		
25X1A	1400-1520	[REDACTED] Activities"	[REDACTED]	25X1A
	1530-1700	"Counterintelligence Operations"	[REDACTED] Deputy Chief, Near East Division	25X1A
		Dinner		
	1900-2100	Informal Session	[REDACTED]	25X1A

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THURSDAY, 30 November 1972
DDP Area

0800-0940 Individual Student Presentations

25X1A 0945-1145 [REDACTED]



25X1A

[REDACTED] 25X1A
Officer, Africa
Division

Lunch

1320-1350 Individual Student Presentation

25X1A

1400-1520 "Target: China"



1530-1700 "Target: Soviet Bloc"

Dinner

1900-2100 Informal Session

25X1A



25X1A

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FRIDAY, 1 December 1972
DDP Area

0800-0940 Individual Student Presentations

0945-1145 "Cover: Official and Nonofficial"

[REDACTED]
Chief, Central
Cover Staff

25X1A

25X1A

1200



1315-1515 Informal Discussion

Thomas Karamessines
Deputy Director
for Plans

1530 ETD

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MIDCAREER COURSE

NO. 34

PHASE II

THE AGENCY

MANAGEMENT SCIENCE

FOR INTELLIGENCE

Defense Intelligence School

Building T-4, Room 100, Anacostia Annex

Management Science

4 - 8 December 1972

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MONDAY, 4 December 1972
(Defense Intelligence School)

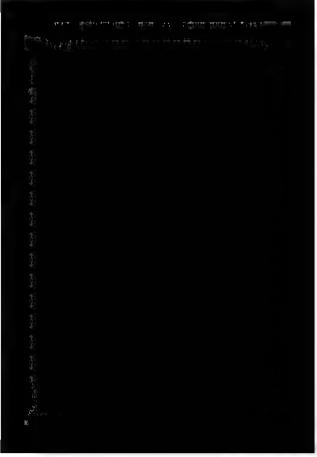
0900-0940	Check In, Administration and Security
0940-1020	Introduction and Objectives
1040-1200	Management Functions and the Relevance of Management Science, What Does Information Science Have to do with Intelligence?
	Lunch (Review Session Planning - Red Team)
1300-1420	Introduction to Systems Concepts
1440-1600	Intelligence On-Line Systems Terminal Exercise
1600-1630	Research and Study Secure the Area



25X1A

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TUESDAY, 5 December 1972

<u>0800-0900</u>	<u>Review Session (DDP Area)</u>	<u>Red Team</u>
0900-1020	Storage and Retrieval for Management Applications	 25X1A
1040-1200	Storage and Retrieval Exercise	
	Lunch	
1300-1420	Probability, Statistics and Decision Making	
1440-1600	Probability, Statistics and Decision	
1600-1630	Research and Study Secure the Area	

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WEDNESDAY, 6 December 1972

0830-0900 15P
0900-0940 Analytical Reasoning
0940-1020 Decision Tree Analysis
1040-1200 Network Analysis
Lunch
1300-1420 Bayesian Inference in
Intelligence and Management
1440-1600 Bayesian Exercise
1600-1630 Research and Study
Secure the Area



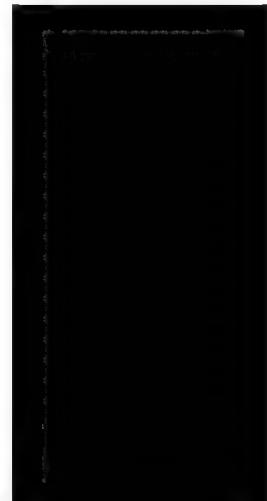
25X1A

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THURSDAY, 7 December 1972

0830-0900	/SP
0900-1020	PERT
1040-1200	Resource Allocation and Linear Programming for Management and Intelligence
Lunch	
1300-1420	Resource Allocation and Linear Programming for Management and Intelligence
1440-1600	Linear Programming Exercise
1600-1630	Research and Study Secure the Area



25X1A

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FRIDAY, 8 December 1972

0900-1020	On-Line Network Applications for Management
1040-1200	Correlation and Regression for Intelligence and Management
	Lunch (Review Session Planning - Orange Team)
1300-1520	Correlation and Regression for Intelligence
1530	Review Session (Management Science)
	Checkout

25X1A



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MIDCAREER COURSE

NO. 34

PHASE III

THE INTELLIGENCE COMMUNITY

AND

WORLD AFFAIRS

Sunday - Wednesday, 10-13 December 1972

25X1A

Thursday - Friday, 14-15 December 1972

Headquarters, Room 1 E 78

Sunday - Thursday, 17-21 December 1972

Field Trip

Friday, 22 December 1972
USIB Conference Room (7 E 26)

PHASE III

10 - 22 December 1972

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MIDCAREER COURSE

NO. 34

CHAIRMAN:	[REDACTED]	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	
CO-CHAIRMEN:	[REDACTED]	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	
	[REDACTED]	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	
TRAINING ASSISTANT:	[REDACTED]	25X1A
	Room 933, Chamber of Commerce	
	Extension 2452	

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4. To provide greater knowledge of other Community agencies.
5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.
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PHASE III
THE INTELLIGENCE COMMUNITY
AND
WORLD AFFAIRS

SUNDAY, 10 December 1972

25X1A

1630-1700	Arrival [REDACTED]	25X1A
25X1A 1700	Open [REDACTED]	
25X1A 1800	Buffet Dinner in [REDACTED]	
1900-2100	Informal Discussion (A-3 Day Room)	William E. Colby Executive Director- Comptroller

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MONDAY, 11 December 1972

25X1A

25X1A	0830	Welcome by Chief, [REDACTED]	[REDACTED]	25X1A
25X1A		Building, 2nd Floor Conference Room)	[REDACTED]	25X1A
	0900-1230	"FPB in the Agency Environment"	[REDACTED]	25X1A
			[REDACTED]	Planning, Programming and Budgeting Staff
	<i>1315-1415</i>	Lunch		
		Q and A		
	<i>1330-1430</i>	Individual Student Presentations		
	<i>1445-1545</i>	"International Narcotics Control"	[REDACTED]	25X1A
	<i>1430-1530</i>	Review Session	[REDACTED]	Staff Coordinator for Cabinet Committee on International Narcotics Control
	1600-1700	"The Agency's Role in Narcotics Control"	[REDACTED]	25X1A
		Dinner	[REDACTED]	Chief, NARCOG
	1900-2100	Informal Discussion (A-3 Day Room)	[REDACTED]	25X1A

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TUESDAY, 12 December 1972

25X1A

0800-0830 Individual Student Presentation

0845-1015 "The SALT Talks"

25X1A

Executive Secretary,
SALT Steering Group

1030-1200 "Current Developments and
Problems Facing the U.S.
Government in Latin America"

The Honorable
Charles A. Meyer
Assistant Secretary
for Inter-American
Affairs, Department
of State

Lunch

1300-1330 Individual Student Presentation

Carla Rethmeyer
Richard Nauell
Helmut Sonnenfeldt
Senior Staff Member,
National Security Council

1345-1515 "Prospects for Soviet-
American Relations"

MAG

1530-1700 "Recent Developments in and
Outlook for Sino-American
Relations"

Richard Solomon
Senior Staff Member
National Security
Council

Dinner

1900-2100 Informal Discussion

Helmut Sonnenfeldt
Richard Solomon

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WEDNESDAY, 13 December 1972

25X1A

0845-1015	"Treasury's Role in the Intelligence Community"	<u>William Bray</u> Special Assistant for National Security Affairs, Department of the Treasury
1030-1200	"The U.S. in a Changing World Economy"	<u>Edward Allen</u> Deputy Assistant Secretary of Commerce
Lunch		
1300-1600	"Vietnam Perspective"	 <i>Per. SAVA</i>
1615	ETD	

THURSDAY, 14 December 1972
(Headquarters, Room 1 E 78)

0815-0945 Tours: CRS and PSD

1000-1200 "The National Security Agency"

[REDACTED] 25X1A
Deputy Assistant
Director for Production,
National Security
Agency

Lunch

1245-1415 Tours: Commo and Ops Center

1430-1630 "Soviet Strategic Capabilities"

Bruce Clarke
Director of Strategic
Research

1630-1700 Course Administration

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FRIDAY, 15 December 1972
(Headquarters, Room 1 E 78)

0815-0940	Tours: FSD and CRS	
0950-1115	Tours: Ops Center and Commo	
1130-1230	"The Defense Intelligence Agency"	25X1A [REDACTED] Assistant Deputy Director for Estimates, Defense Intelligence Agency
	Lunch (Review Session Planning During Lunch -- Blue Team)	
1315-1415	Review Session (Phase III)	Blue Team
1430-1630	"How To Read A Foreigner"	<u>James Bostain</u> Scientific Linguist Foreign Service Institute, Department of State

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SUNDAY - THURSDAY, 17-21 December
Field Trip

Sunday, 17 December 1972

1300 EST Convene at Headquarters (SW Entrance)
1315 Special Bus leaves Headquarters for Andrews AFB
1400-1600 Flight from Andrews AFB to Charleston AFB,
South Carolina

Monday, 18 December 1972

0800-1630 Briefings and Tours Charleston Naval Base

Tuesday, 19 December 1972

0800 EST Depart Charleston AFB
1100 CST Arrive Offutt AFB, Omaha, Nebraska
Lunch Officers Club
1300-1700 Briefings and Tour SAC Headquarters

Wednesday, 20 December 1972

0800-0900 Tour of Command Center, SAC Headquarters
0930 CST Depart Offutt AFB
1030 MST Arrive Warren AFB, Cheyenne, Wyoming
1130 Lunch
1230-1700 Briefing and On-base Tour

Thursday, 21 December 1972

0800-1100 Tour of Minuteman Silo Control Site
1100-1200 Lunch
1215 MST Depart Warren AFB
1915 EST Arrive Andrews AFB
1930-2015 Special Bus to Headquarters

NOTE: The above Field Trip Schedule is subject to change and will
be confirmed the week before the trip.

C O N F I D E N T I A L

FRIDAY, 22 December 1972
(Headquarters, USIB Conference Room, 7 E 26)

0830-0900	Review Session Planning (Field Trip)	Green Team
0900-0930	Course Administration	
0945-1145	"Inventing the Future"	<u>Richard C. Collins</u> Professor of Public Affairs and Admin- istration, Federal Executive Institute
Lunch		
1245-1345	Review Session (Field Trip)	Green Team
1345-1445	Overall Critique	
1445	Informal Remarks	
<u>Lieutenant General Vernon A. Walters</u> Deputy Director of Central Intelligence		
Award of Certificates		<u>Hugh T. Cunningham</u> Director of Training